



# Good Leaders, Tough Decisions

## Leadership 101

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# Leadership 101

- **Leadership Matters**
- Personnel Matters
- Efficiency and Effectiveness Matters
- Environment Matters
- Customer Service Matters

# Effective leadership starts on the inside. Are you a servant leader or a self-serving leader?

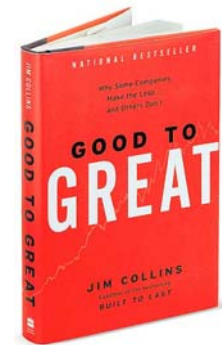
- That question, when answered with brutal honesty, will go to the core of your intention or motivation as a leader.
- The journey of life is to move from a self-serving heart to a serving heart. You finally become an adult when you realize that life is about what you give, rather than what you get.

# Have the Right Kind of Leadership

- There are two kinds of leaders: ***driven leaders*** are self-serving; ***servant leaders*** serve others.
- Servant leaders take responsibility for developing a compelling vision; then invert the pyramid and move to the bottom as cheerleaders, supporters, and encourages.
- Servant leaders learn to let go of false pride and self-doubt.

# Good to Great

- Two Characteristics of Great Leaders
  1. Resolve
  2. Humility
- Great Leaders – When things go well, they look out the window and see who they can compliment and when they don't, look in the mirror and ask what I could do different/better next time.



# Humility

“People with humility don’t think less of themselves, they just think of themselves less.”

# Lessons from Peter Drucker about Leadership

1. A leader is someone who has followers.
2. Popularity is not leadership. Results are.
3. Leaders are highly visible, they set examples.
4. Leadership is not rank, privilege, titles, or money, it is responsibility.
5. Leaders lift others.
6. Leaders value their team.

# Trust is the Foundation of Leadership

Three qualities a leader must exemplify to build trust: competence, connection, and character.



*“Leadership is a potent combination of strategy and character. But if you must be without one, be without strategy.”*

*General H. Norman Schwarzkopf*

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*“Good is the enemy of great. And, that is one of the key reasons why we have so little that becomes great. We don’t have great schools, principally because we have good schools. We don’t have great government, principally because we have good government. Few people attain great lives, in large part because it is just so easy to settle for a good life. The vast majority of companies never become great, precisely because the vast majority become quite good – and that is their main problem.”*

*Jim Collins*

**Hire Well!**

# Monday Morning Leadership

“The decision you have to make is to hire tough and manage easy, or hire easy and manage tough. I can assure you that the best thing to do is to take your time on the front end so that you can enjoy having the RIGHT PEOPLE on your team.”

# Key Hiring Filters

1. Competency
2. Character
3. Chemistry

# Monday Morning Leadership

- First, hire good employees.
- Second, coach every member of the team to become better.
- Third, dehire the people who aren't carrying their share of the load.

# Monday Morning Leadership

“The most important thing you do as a leader is to hire the right people. You cannot have a strong and effective team with weak and ineffective people.”



*“If we expect more from our students  
...shouldn't we expect more from our  
instructors, ourselves?”*

*Hunter R. Boylan  
Director, National Center for  
Developmental Education*

# First Who . . . Then What

“We expected that good-to-great leaders would begin by setting a new vision and strategy. We found instead that they *first* got the right people on the bus, the wrong people off the bus, and the right people in the right seats – and *then* they figured out where to drive it. The old adage “People are your most important asset” turns out to be wrong. People are *not* your most important asset. The *right* people are.”

*“Talent is often overrated and frequently misunderstood.”*

*John C. Maxwell*

# Choices to Maximize Any Person's Talent

1. Belief lifts your talent.
2. Passion energizes your talent.
3. Initiative activates your talent.
4. Focus directs your talent.

# Choices to Maximize Any Person's Talent

5. Preparation positions your talent.
6. Practice sharpens your talent.
7. Perseverance sustains your talent.
8. Courage tests your talent.
9. Teachability expands your talent.

# Choices to Maximize Any Person's Talent

- 10. Character protects your talent.
- 11. Relationships influence your talent.
- 12. Responsibility strengthens your talent.
- 13. Teamwork multiplies your talent.

# Good to Great

“That good is the enemy of great is not just a business problem. It is a *human* problem. If we have cracked the code on the question of good to great, we should have something of value to any type of organization. Good schools might become great schools. Good newspapers might become great newspapers. Good churches might become great churches. Good government agencies might become great agencies. And good companies might become great companies.”

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# Managed Enrollment

Dianne S. Glass  
Director of Adult Education  
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**If we do what we have always  
done, we will continue to get  
what we have always gotten.**

# Three Recurring Themes in Student Retention Literature

- The importance of supporting learners
- The ability of programs to facilitate learner success
- The importance of programs building a “community of learners”

**Literature suggests that a significant portion of “dropouts” can be prevented even when the precipitating conditions extend beyond the learning environment to personal problems.**

# Managed Enrollment

- What is it?
- Why do it?
- How do you do it?
- What will it look like?

# Disadvantages of Managed Enrollment

- Not convenient to some learners
- Is not as “user friendly”
- Requires extensive planning
- Conflicts with some adult educators’ philosophies
- Requires “buy in” and commitment by staff and potential students

# Advantages of Managed Enrollment

- Permits extensive information to be presented “up front”
  - attendance and behavior policies
  - learning styles and learning differences
  - rights and responsibilities of learners’ with disabilities
  - goal setting/goal getting

## Advantages of Managed Enrollment (cont.)

- Creates a “real world” setting, reinforcing critical “adult role skills”
- Demonstrates that learners can be successful
- Allows for standardization of the intake and orientation process
- Encourages learners to become involved in their educational planning and monitoring of their progress



# Advantages of Managed Enrollment (cont.)

- Encourages group processing early in the educational experience
- Provides opportunities for support groups to develop
- Makes better use of staff time
- Requires “buy in” and commitment by staff and potential learners

# Important Considerations

- Who is managed enrollment designed to serve?
- Time element
- Staff
- Staff philosophies
- Students – current and potential
- Scheduling
- Empowering students
- Program policies
- Impact on instruction

# Possible Components of Group Orientation

- Program mission and objectives
- Learners' rights and responsibilities, including information on accommodations for individuals with disabilities
- Program's rights and responsibilities
- Program's philosophy
- Program's policies and expectations
- Introduction of staff/adult learners

## Possible Components (cont.)

- Identification of barriers and “cheerleaders”
- Learning style/learning modality inventory
- Explanation of assessment instrument(s) and uses of information gained from assessments
- Administration of assessments
- Discussion of goal-setting/goal-getting process and initial goals identification
- Team-building activities

## Possible Components (cont.)

- Overview of program's activities and schedule
- Overview of curriculum and materials
- Explanation of instructional methods, grouping, strategies, etc.
- Information about the GED Test Battery-- test scheduling, registration, etc.
- Physical overview of the center, campus, etc.
- One-on-one counseling

# One-on-one Counseling

- Explanation of assessment findings and implications for the learner
- Goal(s) refinement
- Review of barriers and identification of possible solutions/cheerleaders
- Review of information about disabilities and accommodations
- Referral to other agencies, programs, etc.
- Completion of registration
- Identification of appropriate class(es) and determination of schedule
- Signing of learner/program contract

# Outcomes of Managed Enrollment in Kansas

- Mean of Student Hours in FY99 – 40.4
- Mean of Student Hours in FY07 – 88.2
- Decrease of 20% of Learners
- Decrease of 10% of Participants
- **SIGNIFICANT** Increase in Learner Outcomes

# Kansas FY07 Outcomes

## **ABE/ASE Educational Functioning Level Completers**

ABE Beginning Literacy	64%
ABE Beginning Basic	63%
ABE Intermediate Low	64%
ABE Intermediate High	56%
ASE Low	53%
ASE High	85%



# Kansas FY07 Outcomes

## ESL Educational Functioning Level Completions

ESL Beginning Literacy	70%
ESL Beginning Low	74%
ESL Beginning High	72%
ESL Intermediate Low	67%
ESL Intermediate High	64%
ESL Advanced	46%

# Kansas FY07 Outcomes

## Other Core Outcomes

Entered Employment	76%
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Retained Employment	83%
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Obtained a GED	72%
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Entered Postsecondary Education or Training	65%
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# Kansas FY07 Outcomes

## Secondary Outcomes

Increased Involvement in Children's Education	90%
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Increased Involvement in Children's Literacy Activities	88%
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Achieved US Citizenship	81%
	(563/699)

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"Keen insight on the transformational power of Starbucks."  
—Dr. Jackie Freiberg, bestselling coauthor, *Gut/ and Nut/!*

# THE STARBUCKS EXPERIENCE

5 Principles for Turning  
Ordinary into Extraordinary



JOSEPH A. MICHELLI

THE  
STARBUCKS  
EXPERIENCE  
MICHELLI

# People Flock to the Company's Stores for the Total Starbucks Experience

In essence, they come for...

- the comfortable setting;
- where they are valued on a personal level;
- where a meaningful connection is made.



# To Achieve the Starbucks Experience

- The ambience of the store must be inviting.
- A place where a person will feel comfortable hanging out alone or with friends.
- “Third Place” – must capture a unique warmth that sets it apart from the first two places in most people’s lives: work and home.

# The Starbucks Experience

Five Key Leadership Principles That Transformed an Ordinary Idea into an Extraordinary Experience

- ✓ Principle 1: Make It Your Own
- ✓ Principle 2: Everything Matters
- ✓ Principle 3: Surprise and Delight
- ✓ Principle 4: Embrace Resistance
- ✓ Principle 5: Leave Your Mark





# Principle 1: Make It Your Own

## Five Ways of Being

- Be Welcoming
- Be Genuine
- Be Considerate
- Be Knowledgeable
- Be Involved



## Principle 2: Everything Matters

*“Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest compliment, or the smallest act of caring, all of which we have the potential to turn around.”*

Leo Buscaglia

# Principle 3: Surprise and Delight

When a Business “Gets It”

- Unconventional Surprises are Often the Best

Delighting your Customers

- Creating the Familiar: Predictability in Product
- Creating Predictability in Experience

## Principle 4: Embrace Resistance

*“Don’t mind criticism. If it is untrue, disregard it; if unfair, keep from irritation; if it is ignorant, smile; if it is justified, it is not criticism – learn from it.”*

Author Unknown

## Principle 5: Leave Your Mark

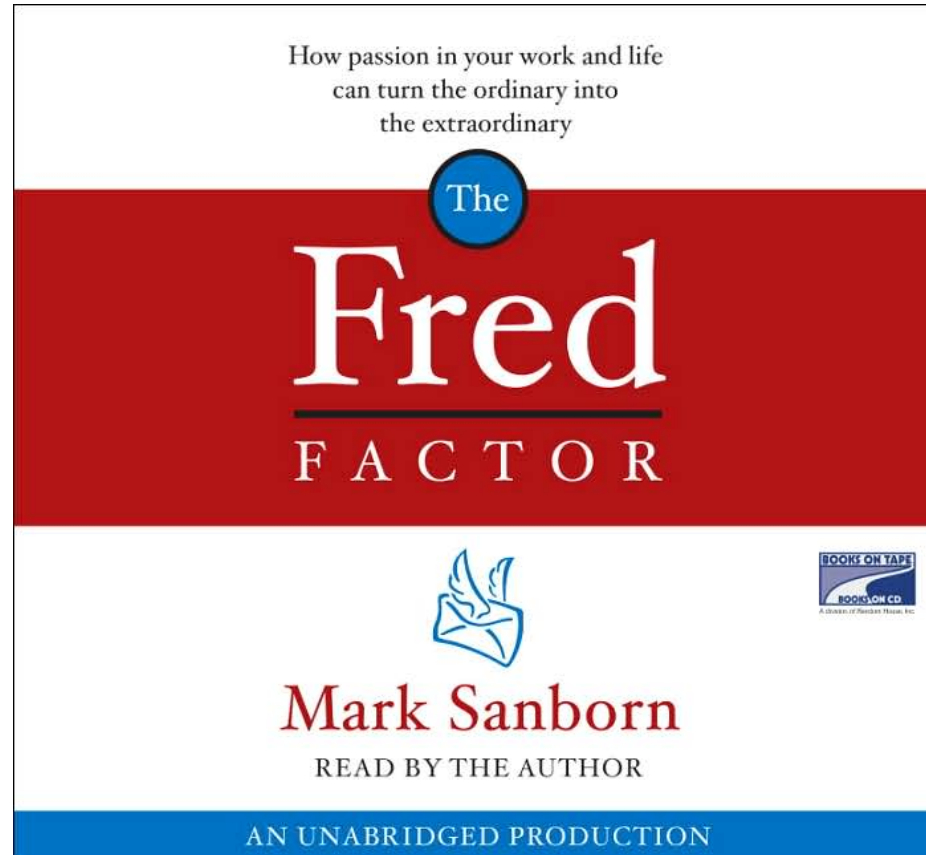
*“It's not what you take when you leave this world behind...it's what you leave behind you when go.”*

Randy Travis from the song  
*Three Wooden Crosses*

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# Are you a Fred?



Mark Sanborn, *The Fred Factor*, Double-day, 2004

# The Fred Principles



Principle 1 Everyone makes a difference.



Principle 2 Success is built on relationships.



Principle 3 You must continually create value for others and it doesn't have to cost a penny.



Principle 4 You can reinvent yourself regularly.



# Southwest Airlines

More than 37 years ago, Rollin King and Herb Kelleher got together and decided to start a different kind of airline. They began with one simple notion: If you get your passengers to their destinations when they want to get there, on time, at the lowest possible fares, and make darn sure they have a good time doing it, people will fly your airline. And you know what? They were right.



G A L L U P P R E S S

EDUCATOR'S EDITION

FROM THE COAUTHOR OF THE BESTSELLER  
NOW, DISCOVER YOUR STRENGTHS

# HOW FULL IS YOUR BUCKET?

Positive Strategies for Work and Life

TOM RATH AND  
DONALD O. CLIFTON, Ph.D.



# How Full Is Your Bucket?

Everyone has an invisible bucket. We are at our best when our buckets are overflowing – and at our worst when they are empty.



Everyone also has an invisible dipper. In each interaction, we can use our dipper either to fill or to dip from others' buckets.

Whenever we choose to fill others' buckets, we in turn fill our own.



# Contact Us



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